INDEX

A

ABC Electronics, Inc.: assessment, 88; flawed performance improvement program, 87–88; and Three Levels approach, 90–91
Ace Copiers, Inc.: documentation/analysis of current organization system, 233; documentation/analysis of current processes, 235; Function Models, developing for each department, 235–236; Human Performance System, structured for each job, 240; Job Models, development of, 240; management processes, establishment of, 240; organization chart, design of, 235, 239; Product Development Role/Responsibility Matrix, 242–243; “SHOULD” process flows and measures, development of, 235–238; “SHOULD” Relationship Map, 239; strategy, establishment of, 233
Adaptation, 9–11, 18, 30, 211, 229
Adaptive systems, organizations as, 7–9
Analysts: and Job/Performer Level outlook and tools, 74; Three Levels applied as, 262; and Three Levels Framework, 25
Annual budgeting process, 221–222
Annual planning process, 221
Assembly performers, 15
Automation, 25–24, 178

B

Biannual performance review process, 222–223
Blueprint, Three Levels applied as, 25, 262
Business, See also Customers; Organizations: Critical Business Issues (CBIs), 111, 249–250; customer feedback, 64, 219–220; Process Improvement, and strategic business issues, 173–175; processes, See Processes; U.S., short-term financial perspective of, 174–175

C

Cars R Us automotive parts company, flawed performance improvement program, 88–89
Centralization, 230
Charter, and Process Improvement Teams, 90–91, 176–177, 250
Churchill, W., 42
Competency study, 249
Competitive advantages: questions preceding, 80; as strategy, 79
Computec, Inc., 8–10; consequences, 22; customer support process, Process Goals for, 46–47; diagnosis of, 16; erosion of market share, 16; finance clerks at, 73; functional goals, 18–19; individual capacity, 22–23; intelligent system, building of, 218–219; “IS” Process Map, 47–50, 54; Job Model for Computec market research analyst, 202; Marketing Function Model (portion), 199, 201; new services introduced by, 18; organization chart, 35; Organization Goals, 33–34, 38, 46; performance specifications, 22; performance tracker, 192–193; Process Design, 47–54; Process Goals, 20, 46; Process Map, 60; Relationship Map, 17, 34, 36–37; “SHOULD” Process Map, 47, 51–54; “SHOULD” Process Map and sample functional goals, 195–197; “SHOULD” Process Map and sample goals, 188–190; Skills and Knowledge, 22; super-system of, 9; supportive environment, creating, 23; systems perspective, 8; task support, 22
Consequence deficiencies, elimination of, 71–72
Consequences, 64, 70; improvements in, 72; missing/unaligned, 250
Constraints/assumptions, identifying, 130–134; categories of, 133–134; examples of project assumptions, 139; examples of project constraints, 130–133
Continuous improvement, evaluating, 220
Core processes: defined, 212; Process Owner, 213–214; selecting, 212–213
Cost, critical dimensions of, 185
“COULD BE” designs, 149–154; example, 150–152; how to use, 149–150; when to use, 149
“COULD BE” Prioritization Worksheet, 152–153; example, 153; how to use, 152–153; when to use, 152
Critical Business Issues (CBIs), 111, 249–250
Critical dimensions of performance, identifying, 185
Critical inputs, fluctuations in, 10
Critical Process Issues (CPIs), 117, 118, 121
Critical Process Maps (CPMs), 117–118; example, 118; how to use, 117; materials required, 117; time required, 117; when to use, 117
Critical Process Profile, 115–116; example, 116; how to use, 115–116; materials required, 116; sample process, 117; significance of related processes, 117; time required, 116; when to use, 115
Critical processes, profiling, 115–117
Critical Success Factors (CSFs), 111
Cross-Functional Process Map, 140–143; how to use, 141–143; labeled, 141; mapping conventions, 143; output, 142–143; steps, 142; with subprocesses, 142; template, 141; time required, 143; when to use, 141
Cross-functional processes, 263

264
Organization system: components, impact of strategy on, 80; effective management requirements of, 185–186; sound measures, developing, 185–186; Three Levels of Performance, measuring within, 184 Organizations: adaptation, 9–11, 18, 30, 211, 229; as adaptive systems, 7–9, 262; changing demands, 10; connections, 12; design, 17–18; fixing broken systems, 11; goal management, 18; goals, 17; horizontal (systems) view of, 5–7; interface management, 18; internal/external ecosystem, 12; management of, 11, 18–19; managing as systems, 218–219; performance management, 18; Performance Needs, 262–263; process design, 20; process goals, 19; process management, 20–21; as processing system, 8; resource management, 18; strategic and operation effectiveness, 262; vertical (traditional) view of, 3–5; viewing as systems, 3–11

Outputs, 64

P

Partial facilitation, 113, 114–115; appropriateness of, 114; success factors associated with, 114–115; support, 114 Performance: holistic view of, 23–25; improving, 62–63; Job/Performer Level, 14–15; linking to strategy, 77–85; Organization Level, 12–13; Process Level, 13–14; understanding, 10–11 Performance-Based Human Resource Development function: creating, 244–258; training, 244–245

Performance department: Human Performance System, creation of, 255; Job/Performer Level, 255; training function compared to, 254–255; training processes, 255

Performance diagnosis and improvement: Property Casualty, Inc., case study, 98–109; Three Levels approach to, 98

Performance-driven training design, 252

Performance-focused training function model, 256–257

Performance goal setting, hierarchy of, 65–66

Performance improvement, 86–96; action plan for developing, 259–263; betterment programs, 86; case studies, 91–95; Douglas Aircraft Company, 91–93; flawed efforts, examples of, 87–90; GTE, 95–96; Job/Performer Level, 260–261; Organization Level, 260; organizationwide, 90–91; Process Level, 260; Three Levels project, initiating, 259; top management’s role in effort of, 92

Performance Improvement, views of, 245–247

Performance logic, 200–209

Performance management: Organization Management, 18; Process Management, 18

Performance Management System, 200–209; components of, 206–208; performance improvement, 206, 208; performance planning, 206, 208; performance troubleshooting, 206, 208; using measures as foundation of, 204–209

Performance Specifications, 69–70; inadequate, 250

Performance system changes, identifying, 159–162

Performance tracker, 192–193

Performance variables, 64; at Job/Performer Level, 65–73

Performance Variables at Organization Level:
Organization Design, 34–37; Organization Goals, 32–34; Organization Management, 37–39

Performance Variables at Process Level, 45–60

Performers, 64

Pfeiffer, S., 248–250

Phase Ø outputs, 111

Phase 1 ("DEFINE" Phase), 110–111; Facilitator, training, 111; level of facilitation, determining level required, 111; Phase Ø outputs, 111; role of Facilitator, 112; steps in, 111

Phase 2 ("IS" Phase), role of Facilitator, 112

Phase 2 ("SHOULD" Phase), 135; role of Facilitator, 112

Plant visits, supplier’s view of, 30

Positive consequences, 64

Primary process, 219

Primerica, 8–9


Process benchmarking, 45–46

Process design, 20

Process effectiveness, 44

Process Goals, 20, 66, 101; linking, 194

Process Improvement, 180; automation, 178; charter, and Process Improvement Teams, 176–177; continuous, 215; downsizing, 178; experts, hiring for, 175–176; external and internal consultants, value-added role for, 176; implementation, focus on, 179–180; large-scale ad hoc projects, management of, 181; measurement system, 180; measuring the success of, 178; and people involved in the process, 176; and process designers, 178–179; Process Improvement Teams, formation of, 181; redesign, focus on, 179; reengineering, 177–178; reorganization, 177; senior-level “owner”, 180; seven deadly sins of, 174–181; and strategic business issues, 174–175; and Three Levels of Performance, 217–218; and top management, 176

Process Improvement Management plan, 111

Process Improvement Projects (PIPs), 111, 214, 260; as beginning, 182; measurement, 182

Process Inventory, 121–125; defined, 121; how to use, 121–122; Process Relationship Map (PRM), 122–125; when to use, 121

Process Level, 13–14, 19–21, 42, 42–61, 183; analysts, use by, 61; executives, use by, 61; importance of, 45; managers, use by, 61; managing Performance Variables at, 14; measurement system, 187–194; and performance at Job/Performer Level, 73; Process Design, 47–54; Process Goals, 45–47; Process Management, 54–60; and request for training, 247; strategy implementation, 82

Process Management, 21, 211–214; core processes, selecting, 212–213; goal management, 54–58; institutionalizing, 214–216; interface management, 60; performance management, 58; process certification ratings, 215; process measures, 213; Process Owners, 213–214; questions, 60; resource management, 60;
and Three Levels of Performance, 217–218; top management, role of, 217; vertical and horizontal organizations, managing, 216–217
Process Map, 60, 194, 259; Property Casualty, Inc., construction of, 103
Process Owner, 136–137, 191; characteristics of, 214; core processes, 213–214; distinction between product/project manager and, 214; and Facilitator, 112; report card for evaluating, 220; primary activities of, 136–137; responsibility of, 214–215; and Steering Team, 137
Process Relationship Map (PRM), 122–125; examples, 125–126; how to use, 123–124; materials required, 124; sample charts, 123, 124; standard PRM, components of, 122; time required, 124; tips, 124–125; when to use, 123
Process Role/Responsibility Matrix, 194, 198
Process Teams, 219
Processes: defined, 43; documenting/analyzing, 228; examples of, 44; importance to organization, 43–45
Product and market priorities/emphasis: questions preceding, 80; as strategy, 79
Product knowledge, customer’s view of, 30
Product launches, shareholders’ view of, 30
Production, and scheduling, 31
Productivity, critical dimensions of, 185
Products/services: questions preceding, 79; as strategy, 79
Project definition, 110–139; constraints/assumptions, identifying, 130–134; Critical Process Issues (CPIs), 117–118; Critical Process Profile, 115–116; critical processes, profiling, 115–117; Facilitator training, 111–115; Functional Relationship Map (FRM), 125–130; level of facilitation, determining level required, 111–115; Process Inventory, 121–125; Project Goals, 118–121; Project Plan, 137–139; reviewing outputs from Phase O, 111; Summary of Project Team Roles (tools), 134–137
Project Goals, 118–121; examples, 119–120; how to use, 119–121; materials required, 121; time required, 121; when to use, 119
Project Manager, 136
Project Plan, 137–139; example, 138; how to use, 138; materials required, 139; time required, 138–139; tips, 139; when to use, 137
Project Sponsor, 136; and Facilitator, 112; and facilitator, 112
Project Team roles: Design Team, 134–135; Design Team Leader, 135; Executive Team, 135; Facilitation Support Team, 135–136; Facilitator, 136; Implementation Team, 136; Implementation Team Leader, 136; Process Owner, 136–137; Project Manager, 136; Project Sponsor, 136; Receiving Organization, 137; Stakeholders, 137; Steering Team, 137, 132
Property Casualty, Inc., 98–109, 248–249; claim-handling process, 103; claims supervisor job model (table), 106; implementation, 105; job analysis worksheet (table), 107; job improvement, 105; job improvement actions, specification of, 105; job performance improvement opportunities, specification of, 105; job specification, defined, 105; jobs with performance payoff, identification of, 103; organization analysis and improvement worksheet (table), 102; organization improvement, 100–102; organization improvement actions, specification of, 101; organization performance improvement opportunities, identification of, 100; organization system, definition of, 100; performance payoff, identification of processes with, 101; performance system design worksheet (table), 108; process improvement, 103–104; process improvement actions, specification of, 103; Process Map, construction of, 103; process performance improvement opportunities, identification of, 103; project definition, 100; project plan, 100; Relationship Map, 101; request for training, 248–251; Three Levels analysis, 250
Q
QCE-II workshop, 95
Quality: critical dimensions of, 185; employees’ view of, 30; and organization strategy, 32
Quality: The Competitive Edge (QCE) workshop, 94–95
Questions: competitive advantages, 80; effectiveness/efficiency of processes, 215; Job Design, 67; Job Management, 73; Organization Management, 39; Process Management, 60; product and market priorities/emphasis, 80; products/services, 79; strategic decision making, questions, 81; strategy implementation, 81; systems management, 225
R
Receiving Organization, 137
Recommendation Analysis Worksheet, 162–168; example, 164; how to use, 162–165; materials required, 165; recommendation formats (examples), 165–168; time required, 165; when to use, 162
Reengineering, 177–178
Regular formal measures, 191
Regular informal measures, 191
Relationship Map, 17, 26, 42, 228; Computec, 34, 36–37; disconnects shown by, 37; and interface management, 39; role of, 35
Reorganizations, 97, 177; as effective cure, 72; shareholder’s view of, 30; two-step process, 226
Resource allocation, 215
Resource management: Organization Management, 18; Process Management, 18
Response to change, evaluating, 220
Return on net assets (RONA), 200–204
Road map: Three Levels applied as, 25, 262
Role/Responsibility Matrix: for Computec Product Development and Introduction Process, 198; and Process Map, 194
Rummler-Brache Group (RBG), 110; Phase 1 (“DEFINE”), 110–111; “Quick PIP” (Process Improvement Project), 110; Process Improvement and Management Methodology, 212
S
Sales representatives, measurement of, 182
Sales staff, employees’ view of, 30
Scheduling, and production, 31
Section manager, employees’ view of, 30
Self-managed work teams, 15
Senior-level “owner,” 180
Shareholders’ view of the organization, 30; conversion of, 41
"SHOULD" Design, 135; flows and measures, developing, 228; processes, 105, 140–141, 144, 219, 231
"SHOULD" design specifications tool, 135, 146–149, 231; example, 148; how to use, 146–147; input specifications, 148; materials required, 147; output specifications, 148; process specifications, 149; time required, 147; tips, 147–149; when to use, 146
"SHOULD" Process Design Approach, 154–155; linear process map, 155; macro process blocks sample, 154; steps in, 154
"SHOULD" Process Map, 47, 51–54, 103; and sample functional goals, 195–197; and sample goals, 188–190
"SHOULD" Relationship Map, 232, 239
Silo phenomenon, 4–5
Skills and Knowledge, 22, 28, 69–73, 90, 218, 233, 245, 253–254; and job performance "problems," 247; lack of, 249–250; overcoming deficiencies in, 72
Sleep Inns hotel chain, flawed performance improvement program, 88
Sound measures, developing, 185–186; examples of, 186
Specification changes, supplier’s view of, 30
Specificity of feedback, 72
Staff, supplier’s view of, 30
Stakeholders, 137
Standards, for measures, developing, 185
Steering Team, 152; formation of, 137; partial facilitation, 114; and Process Owner, 137
Strategic business issues, and Process Improvement, 174–175
Strategic decision making, questions preceding, 79
Strategy: defined, 77–79; failure of, 81; impact on organization system components, 80; linking performance to, 83–85; position in nine performance variables, 78
Strategy formulation: documentation of key processes, 85; evaluation of strategy success, 85; go-no go criteria, 84; goals, 85; home delivery, 84; and market research, 83; marketing/sourcing emphasis, 84; new product line, 84; organizationwide/departmental goals, establishment of, 85; primary markets, 84; product selection, 83; services, 84; survey/focus-group information, use of, 84; and Three Levels Framework, 85; three-year strategy, 83; value statements, 83
Strategy implementation: and levels of, 82–83; questions addressing, 81; Three Levels Framework, 85
Subpar outputs, identifying causes of, 250
Summary of Project Team Roles (tools), 134–137, See also Project Team roles
Super-system map, 7–8
Supplier’s view of organization, 30; conversion of, 40
Support process, 219
Supportive environment, creating, 23
Systems, evaluating, 219–221; and structures, as strategy, 79
Systems management: culture, 223; processes, 221–223; questions, 225
Task analysis, 249
Task Interference, 250
Task Support, 22, 70; barriers to, 72
Three Levels of Performance, 15–16; combining with Performance Needs, 15–16; framework, 25–26; Improvement Process, 98–99; measurement/management system, 203; measuring within the organization system, 184; and Process Improvement/Process Management, 217–218
Tools, Three Levels applied as, 25, 262
Top management: employees’ view of, 30; in performance improvement, 92; and Process Improvement, 176; and Process Management, 217
Training, 23, 97, 244–245; designing, 251–255; as effective cure, 72; evaluating, 253–254; purpose of, 245; reacting to requests for, 247–251; role in the nine performance variables, 246; treating like other investments, 244
Training-needs analysis: approaches to, 247–249; ideal process, 248–249
Training-needs survey, 249
U.S. business, short-term financial perspective of, 87
Vertical cultures, compared to horizontal cultures, 224
Vertical organizations, managing, 216–217
Vertical view of organizations, 3–5, 226; and functional optimization, 5; silo phenomenon, 4–5
Vice presidents, report card for evaluating, 220–221
Weakened competitiveness, and disconnects, 228
Weapon, quality as, 94, 178
White space, 7; in organization structure, 230
Willaby, S., 249–250
Windowless structures, silos as, 4
Work, completion of, through processes, 61; non-value-adding, eliminating, 140; outsourcing, 153; at Process Level, 19
Work flow, 13, 97, 245; cross-functional, 94, 141
Work groups, 92
Workshops: “COULD BE” Prioritization Worksheet, 152–153; Implementation Strategy Analysis Worksheet, 172; job analysis worksheet, PCI, 107; Measures Chain Worksheet, 156–158; Process Analysis and Design, 152–153; Recommendation Analysis Worksheet, 162–168
X-ray, organization, 14
Yield goals, manufacturing, 5, 183

Index